



**CBCS CURRICULUM OF
MASTER OF COMMERCE PROGRAMME
SUBJECT CODE = COM**

FOR POST GRADUATE COURSES UNDER DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY

**Implemented from
Academic Session 2022-2024**

**Members of Board of Studies for CBCS Syllabus of Master of Commerce,
Under Dr. Shyama Prasad Mukherjee University, Ranchi.**

A meeting of the Board of Studies was held in the University Department of Commerce, Dr. Shyama Prasad Mukherjee on 28.04.2022. All members participated in the syllabus approval meeting. The Draft syllabus for Master of Commerce was approved. It will be placed before Academic Council of Dr. Shyama Prasad Mukherjee University for final approval.

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Department Overview

Mission Statement:

Vision: To be a Centre of Excellence in the realm of Commerce and developing and nurturing global competencies in students through quality education, research, and continuous innovation.

Mission: To nurture commerce professionals who possess a high level of knowledge and competence to effectively contribute to society with commitment.

Introduction to Program:

Transforming teaching as 'a noble profession driven by passion' is the need of the hour. It demands nurturing right Knowledge, Attitude, Skills, and Habits (KASH) among budding academicians. Knowledge creation through research should be the mission of any higher education institution. M.Com. programme nurtures research culture among students and has innovative courses like papers by research, collaborative research publication with a research mentor, social-based micro project, industry internship, and teaching practice in undergraduate classes under the supervision of experienced faculty mentors. The third and fourth semesters offer electives in 'Business Communication, Entrepreneurship development'. Analytics courses are also mandatory for the students.

Programme Objectives:

- ✓ To develop academic expertise in a global context in the discipline.
- ✓ To impart relevant skills and competencies necessary to undertake professional certifications, higher education, entrepreneurial activities and employment.
- ✓ To develop and nurture creativity, critical thinking mindset and research abilities to emerge as successful knowledge creators and leaders.
- ✓ To develop the ability to present ideas effectively in multicultural and contextual spaces.
- ✓ To nurture skills to contribute effectively towards societal development
- ✓ To inculcate values of personal autonomy and accountability, along with demonstrating responsibility for actions
- ✓ To recognize the need and importance of life-long learning for personal and professional growth.
- ✓ To provide a strong knowledge base and necessary skills to be successful academic professionals in the discipline.

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Ankita Singh
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COURSE STRUCTURE FOR MASTER OF COMMERCE

Table AI-1: Distribution of 80 Credits

[*wherever there is a practical there will be no tutorial and vice-versa.]

Course	Papers	Credits (Sc) Theory + Practical	Credits (Arts/Comm) Theory + Tutorial
I. Foundation Course (FC)			
1. Foundation Course	(FC)		
Compulsory Foundation/ Elective Foundation	1 Paper	1X5=5	1X5=5
II. Core Course (CC)	(CC 1 to 10/11)		
Theory	7 Papers/11 Papers	7X5=35	11X5=55
Practical/ Tutorial*	3 Papers/-----	3X5=15	
Project	1 Paper	1X5=5	1X5=5
III. Elective Course (EC)			
A. Ability Enhancement Course of the Core Course opted	(AE/EC 1) 1 Paper	1X5=5	1X5=5
B. Discipline Centric Elective	(DC/EC 2&3)		
Theory +	2 Papers	2X5=10	
Practical	1 Paper	1x5=5	
OR Theory/Practical/Tutorial*	1 Paper + 1 Practical/Dissertation		2X5=10
OR Generic Elective/ Interdisciplinary (GE/EC 2&3)			
Theory OR	2 Papers		
Theory/Practical/Tutorial*	1 Paper + 1 Practical/Dissertation		
		Total Credit = 80	= 80

Table AI-1.1: Course structure for M.Com. Programme

Semester	Subject (Core Courses) 12 Papers	Allied (Elective Courses) 3 Papers	Foundation Course (Compulsory Course) 1 Paper	Total Credits
Sem-I	C-1, C-2, C-3 (5+5+5=15 Credits)		Foundation Course FC (05 Credits)	20 Credits
Sem-II	C-4, C-5, C-6, C-7 (5+5+5+5=20 Credits)			20 Credits
Sem-III	C-8, C-9, C-10 (5+5+5=15 Credits)	EC1 (05 Credits)		20 Credits
Sem-IV	C-11, (05 Credits) C-12 (Project) (05 Credits)	EC2, EC3 (5+5=10 Credits)		20 Credits
				Total = 80 Credits

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For Session 2022-24 onwards**COURSES OF STUDY FOR POSTGRADUATE, MASTER OF COMMERCE PROGRAMME****Table AI-2 Subject Combinations allowed for M. Com. Programme (80 Credits)**

Foundation Course FC 1 Paper	Core Subject CC 12 Papers	Ability Enhancement Course AE 1 Paper	Discipline Centric Elective/ Generic Elective Course DC/ GE 2 Papers
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Table AI-2.1 Semester wise Examination Structure for Mid Sem & End Sem Examinations:

Sem	Core, AE/ GE/ DC/ EC & Compulsory FC Courses				Examination Structure		
	Paper	Paper Code	Credit	Name of Paper	Mid Semester Evaluation (F.M.)	End Semester Evaluation (F.M.)	End Semester Practical/ Viva (F.M.)
I	Foundation Course	FCM-101 T	5	Organizational Theory and Behaviour	30	70	----
	Core Course	CCM-101 T	5	Managerial Economics	30	70	----
	Core Course	CCM-102 T	5	Managerial Accounting	30	70	----
	Core Course	CCM-103 T	5	Business Statistics	30	70	----
II	Core Course	CCM-201 T	5	Business Environment	30	70	----
	Core Course	CCM-202 T	5	Strategic Management	30	70	----
	Core Course	CCM-203 T	5	Financial Management and Policy	30	70	----
	Core Course	CCM-204 T	5	Marketing Management	30	70	----
III	Ability Enhancement Course	ECM-301 T	5	A. Business Communication/ B. Entrepreneurship Development/	30	70	----
	Core Course	CCM-301 T	5	International Business & Trade	30	70	----
	Core Course	CCM-302 T	5	Quantitative Techniques for Business Decisions	30	70	----
	Core Course	CCM-303 T	5	Human Resource Management	30	70	----
IV	Elective	ECM-401 T	5	A. Financial Institutions & Markets/ B. Advertising and Sales Management/ C. Human Resource Development	30	70	----
	Elective	ECM-402 T	5	A. Security Analysis and Portfolio Management/ B. International Marketing/ C. Management of Industrial Relations	30	70	----
	Core Course	CCM-401 T	5	Corporate Governance, Ethics and Social Responsibility of Business	30	70	----
	PROJECT/ Dissertation	CCM-401 D	5	Project	----	----	70+30

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K. Sumit
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SEMESTER I

4 Papers

Total 100 x 4 = 400 Marks

Marks:30 (MSE: 30Th. 1Hr. + 70 (ESE: 2½ Hrs.)=100

Pass Marks (MSE+ ESE:)=40

I. COMPULSORY FOUNDATION COURSE [FCM-101]: (Credits: Theory-05)**Instruction to Question Setter:**

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attnd. < 80, 2 marks; 80 < Attnd. < 85, 3 marks; 85 < Attnd. < 90, 4 marks; 90 < Attnd. 5 marks)

ORGANIZATIONAL THEORY AND BEHAVIOUR**Theory: 60 Lectures; Tutorial: 15 Hrs.****Objective:**

The objective of the course is to enable students to develop a theoretical understanding about organization structure and its behaviour over time. The course will also make them capable of realizing the competitiveness for firms.

Contents:**Unit-I: Introduction to Organizational Behavior**

Meaning and Definition of OB - nature - goals - elements - Fundamental concepts - approaches to the study of Organizational Behavior. Historical development of Organizational Behavior-Model of Organizational Behavior- Challenges and opportunities for OB - Responding to Globalization - Managing work force diversity-Improving Customer Service-Coping with "Temporariness"-Helping Employees Balance Work-Life Conflicts-Improving Ethical Behavior- Meaning of stress - stress levels - sources of stress - consequences of stress - stress management techniques.

Unit-II: Individual Behaviour and Personality

Factors Influencing Individual Behavior - Environmental Factors - Personal Factors-Organizational Systems and Resources - Psychological-Meaning and Definition of personality - determinants of personality - personality traits-Authoritarianism- Locus of Control- Machiavellianism- Introversion and Extroversion - Achievement Orientation - Self-Esteem- Risk-taking- Self-Monitoring. Theories of Personality - Type Theory - Trait Theory-Psychoanalytic Theory - Social Learning Theory - The shaping of Personality - Freudian Stages -Neo-Freudian Stages - Cognitive Stages - Personality Job -

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Meaning of Motivation – Theories of motivation (Content Theories – Maslow's - Herzberg's- Alderfer's – McClelland's theory), Process theories: Equity theory of Stacy Adam's and Vrooms Expectancy theory
Behaviour Modification; Motivation and Organizational Effectiveness.

Concept and Theories of Leadership – Behavioral Approach, Situational Approach, Leadership Effectiveness, Leadership across Cultures.

Organizational culture-Definition – Strong versus weak cultures – culture versus formalization-Culture's functions- Culture as a Liability-Creating and Sustaining Culture-Creating an Ethical Organizational Culture- Creating a Customer-Responsive Culture-Spirituality and Organizational Culture-Organizational Change-Meaning of Change–forces for change-Managing planned change-Resistance to change – overcoming resistance to change-Approaches to Managing Organizational Change

- *To develop an understanding of the key concepts, research and theories of organizational behavior and to learn how managers deal with the challenges of globalization, diversity, ethics and technology.*
- *To explain how individual differences in personality, perception and attitude contribute to organizational behavior.*
- *To develop group dynamic and team skills.*
- *To understand how power and politics influence organizational behavior.*
- *To understand the nature of conflict and negotiation in organizations.*
- *To understand how organizational culture and change contribute to the behavior of the organization.*

1. Robbins, Stephens P. And Tomothy A. Judge, Organizational Behaviour, Prentice Hall, New Delhi.
2. Robbins S.P. and Mathew M., Organizational Theory: Structure, Design and Application, Prentice Hall of India Pvt. Ltd.
3. Luthans Fred, Organizational Behaviour, McGraw Hill, New York
4. Sekaran Uma, Organizational Behaviour: Text and Cases, Tata McGraw Hill Publishing Co. Ltd.
5. Aswathappa K., Organizational Behaviour, Himalaya Publishing House, New Delhi.
6. Singh K., Organizational Behaviour: Text and Cases, Pearson
7. Pareek U. And Khanna S., Understanding Organizational Behaviour, Oxford University Press.
8. Newstorm, John W., Organizational Behaviour: Human Behaviour at Work Tata McGraw Hill Publishing Co. Ltd.
9. Hersey, Paul Dewey, E. Jhonson and Kenneth H. Blanchard, Management of Organizational Behaviour, Prentice Hall of India, New Delhi
10. Terrance R. Motchell, People in Organization: An Introduction to Organizational Behaviour, McGraw Hill, New York.

Notes: Latest Edition of the readings may be used.

proportion. Returns to scale. Production function: Concept of productivity and technology. Producer's Equilibrium. Isoquants ridge lines, Isoclines, Iso-cost lines. Cost function: Classification of costs, short run cost functions, Relationship between return to scale and return to a factor, long run cost functions.

Unit IV: Market Structure

Perfect Competition: Definition and Necessary Conditions: Homogeneous Product; Many Buyers and Sellers Arguments; Free Entry and Exit; Equal Information; Market Equilibrium: Demand and Supply; Excess Supply and Excess Demand. Adjustment Time: Short-Run vs. Long-Run Analysis; Price and Quantity over Time Why Governments Control Prices: Price Ceilings and Price Floors.

Monopoly: features -types - price - output determination - price discrimination: features conditions to make price discrimination more effective - price output determination -Monopolistic competition: features - product differentiation - price output determination - Oligopoly: features -Kinked demand curve - price output determination - administered prices.

Part B: Macroeconomic environment

Unit IV: Aggregate Demand and Aggregate Supply

Modern Aggregate Demand Function, Demand Management, Aggregate Supply and the Price Level.

Unit V: Trade Cycles and The Open Economy

Real Business Cycles, Exchange Rate, Trade Balance, Net Saving, Macroeconomic Movements in an Open Economy.

COURSE OUTCOME:

- Use the theory of the firm to model business organizations
- Apply demand theory to establish the elasticity of demand
- Use demand estimation to forecast demand trends and change
- Apply production theory to manage production
- Use cost theory to establish short and long run behavior.
- Describe market structures to establish market equilibrium
- Use game theory to decide on strategies
- Use pricing strategies to enable organizational coherence
- Use macroeconomic principles to address market failures

Suggested Readings:

1. Koutsyiannis, A., Modern Microeconomics, McMillan Press Ltd.
2. Varian, Micro Economic Analysis, Norton.
3. Pindyck Robert S., Daniel L. Rubinfeld and Prem L. Mehta, Micro Economics, Pearson Education Asia, New Delhi.
4. Branson William H., Macro Economic Theory and Policy, First East – West Press.
5. Dornbusch R. And S. Fischer, Macro Economics, Tata McGraw Hill
6. Oliver Blanchard, Micro Economics, Pearson Education, LPE
7. Mankiw N. Gregory, Macro Economics, McMillan Press Ltd.

Notes: Latest Edition of the readings may be used.

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Unit V: Budgeting

Nature and Functions; Preparation of different types of Budgets, Fixed vs. Flexible Budgeting. Standard Costing – Concept, Advantages, Types of Standards; Variance Analysis – Materials, Labour and Overhead, Managerial Uses of Variances

Unit VI: Responsibility Accounting

Concept of Responsibility Accounting - Meaning, Essential Steps of Responsibility Accounting, Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre Investment Centre, Cost Centre vs. Responsibility Centre; Transfer Pricing – Concept, Methods, Objective; Performance Evaluation Reporting, Measurement of Performance

COURSE OUTCOME:

- Develop in depth knowledge and understanding of financial statements preparation and their interpretation.
- Critically analyse the performance of companies based on their Annual Reports by applying the appropriate tools and techniques.
- Use accounting information as an aid in management decision-making process.
- Evaluate and choose among alternate proposals using techniques of Marginal Costing.
- Prepare various types of budgets for planning and control.

Suggested Readings:

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall
2. Horngreen Charles T., and Gary L. Sandem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India
3. Dury Colin, Management and Cost Accounting, Thomson Learning
4. Garison R. H. And E.W. Noreen, Managerial Accounting, McGraw Hill
5. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education
6. Jawahar Lal, Advanced Management Accounting: Text, Problems and Cases Chand & Co., New Delhi

Notes: Latest Edition of the readings may be used.

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IV. CORE COURSE [CCM104]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs.) =100**Pass Marks (MSE+ ESE:) =40****Instruction to Question Setter:**

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks)

BUSINESS STATISTICS**Theory: 60 Lectures; Tutorial: 15 Hrs****Objective:**

The objective of this paper is to equip students with some of the important statistical techniques for managerial decision making and to provide ground for learning advanced analytical tools used in research.

Contents:**Unit I: Univariate Analysis**

An over view of Central Tendency, Dispersion and Skewness.

Unit II: Correlation and Regression Analysis

Simple, multiple and partial correlation analysis. Rank correlation. Simple and Multiple linear regression analysis (involving up to three variables).

Unit III: Theory of Probability and Probability Distributions

Approaches to calculation of probability. Marginal, joint and conditional probabilities. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Standard probability distributions - Binomial, Poisson, Hyper geometric, and Normal.

Unit IV: Sampling Distributions and Estimation

Sampling concepts. Sampling methods. Concept of sampling distribution, its expected value and standard error. Sampling distribution of means and Central Limit Theorem. Sampling distribution of proportions. Point and interval estimation.

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Unit V: Hypothesis Testing

General methodology of hypothesis testing – Primary and Secondary hypothesis, techniques of hypothesis testing – Conclusion drawing and cross testing.

Unit VI: Analysis of Variance

F-test of equality of variances. Chi – square test for Independence, Rank correlation test.

COURSE OUTCOME:

- Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis.
- Critically evaluate the underlying assumptions of analysis tools.
- Understand and critically discuss the issues surrounding sampling and significance
- Discuss critically the uses and limitations of statistical analysis
- Solve a range of problems using the techniques covered
- Conduct basic statistical analysis of data.

Suggested Readings:

1. Levin, R.I. and D.S. Rubin, *Statistics for Management*, Prentice-Hall of India.
2. Aczel, Amir D., and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill Publishing.
3. Anderson, Sweeny and Williams, *Statistics for Business and Economics*, CENGAGE Learning, New Delhi
4. Kazmeir Leonard J., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
5. Vohra, N. D., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
6. Freund, J. E. And F. J. Williams, *Elementary Business Statistics – The Modern Approach*, Prentice Hall of India Private Ltd., New Delhi.

Note: Latest edition of the readings may be used.

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SEMESTER II

4 Papers

Total 100 x 4 = 400 Marks

I. CORE COURSE [CCM201]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs) =100

Pass Marks (MSE+ ESE:) =40

Instruction to Question Setter:

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks)

BUSINESS ENVIRONMENT**Theory: 60 Lectures; Tutorial: 15 Hrs.****Objective –**

The course is aimed at acquainting the students with the nature and dimensions of the evolving environment in India which influence managerial decisions.

Contents:**Unit – I- Business Environment**

Nature and significance of environmental analysis for business decisions, Dimensions of Business Environment: Economics, Technological, Socio-cultural, Political, Legal-Regulatory and market Conditions.

Unit - II - Economic environment

Economic Policy - An overview Changes in Government policies since 1991. Impact of liberalization, globalization, and structural reforms, Import policy and its domestic and international implications.

Unit – III - Technological environment

Dynamics of technological environment; Challenge of technology upgradation, Impact of foreign investment and foreign collaboration.

Unit – IV - Socio-cultural environment

Demographic profile. Class structure and mobility. Rural- urban convergence. Changes in consumption habits and life styles. Social responsibilities of business.

Unit - V

New Industrial Policy, Fiscal Policy and Monetary Policy.

Unit - VI

Social Responsibility of Business and ethics.

COURSE OUTCOME:

- To become acquainted with business objectives, dynamics of business and environment, various types of business environment and its analysis.
- To recall and relate various concepts like business ethics, ethical dilemmas, corporate culture and ethical climate. Students would also be acquainted about development of various acts applicable to business in India.
- To be acquainted with various strategies of Global Trade. Students would also discuss Foreign Trade in India, Foreign Direct Investments and its implications on Indian Industries.

Suggested Readings:

1. Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996.
2. Ghosh, P.K. Business and Government, 1998 Sultan Chand, Delhi.
3. Devis, Keith, and Blomstrom, Robert L, Business and Society: Environment and Responsibility, 1975.
4. Ghosh, P.K. and Kapoor, G.K. Business Policy and Environment, 1998, Sultan Chand, Delhi.
5. Adhikary, M. Economics Environment of Business (latest ed.), Sultan Chand, Delhi.
6. Jalan, B., India's Economic Crises, 1991. Oxford Univ. Press, New Delhi.
7. Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.

Note: Latest edition of the readings may be used.

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II. CORE COURSE [CCM202]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr. + 70 (ESE: 2½ Hrs) =100

Pass Marks (MSE+ ESE:) =40

Instruction to Question Setter:

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd. 5 marks)

STRATEGIC MANAGEMENT**Theory: 60 Lectures; Tutorial: 15 Hrs.****Objective:**

To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Contents:**Unit I-Introduction**

Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors & Top Management. Strategic Intent.

Unit II-Environmental Analysis

Analysis of Global Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT

Analysis of Internal Environment- Resource Audit; Resource Based View (RBV), Global Value Chains Systems.

Unit III-Strategic Choice

Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level-

Unit IV-Situation Specific Strategies

Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner –up firms and weak businesses.

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Unit V-Strategy Implementation and Control

Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources.

Unit VI-Ethical and Social considerations in Global Strategic Management

The Global Context of Corporate Governance.

COURSE OUTCOME:

- Evaluate the impact and influence of the external environment on an organization and its strategy.
- Better skill development about how to manage relationships with stakeholders.
- Understand how to interact with suppliers and customers.
- Gain insight into the enormous strategic environment.
- Comprehend strategic business units.
- Ascertain the leadership styles.
- Better control on strategy management.

Suggested Readings

1. Hill, Charles W.L. and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Cengage Learning, India.
2. Ungson, G.R. and Yim-Yu-Wong, *Global Strategic Management*, M.E. Sharpe.
3. Davidson, W.H., *Global Strategic Management*, John Wiley, New York.
4. Thompson, Arthur A. and A. J. Strickland, *Strategic Management*, McGraw Hill, New York.
5. Hitt, Michael A., Ireland, R. D., Håkansson, Robert E. and S. Manikuttu, *Strategic Management: A South-Asian Perspective*, Cengage Learning, India
6. Bartlett, C.A., Ghoshal, S. and P. Beamish, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, McGraw Hill.
7. Porter, Michael E., *Competition in Global industries*, Harvard University Press, New York, 1986.
8. Porter, Michael E., *The Competitive Advantage of Nations*, Macmillan, London, 1990.
9. Frynas, J.G. and K. Mellahi, *Global Strategic Management*, Oxford University Press.
10. Henry, Anthony E., *Understanding Strategic Management*, Oxford University Press, New York.
11. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, Prentice Hall, New Jersey.
13. Sengupta, N. and J.S. Chandan, *Strategic Management: Contemporary concepts and Cases*, Vikas Publishing.
14. Ghosh, P.K., *Strategic Management- Text & Cases*, Sultan Chand & Sons.
15. Nag, A., *Strategic Management- Analysis, Implementation, Control*, Vikas Publishing.

Note: Latest edition of the readings may be used.

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III. CORE COURSE [CCM203]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 5Attd. + 70 (ESE: 2½ Hrs) =100**Pass Marks (MSE+ ESE:)=40****Instruction to Question Setter:**

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks)

FINANCIAL MANAGEMENT AND POLICY**Theory: 60 Lectures; Tutorial: 15 Hrs.****Objective:**

To make students understand various issues involved in financial management of a firm and equip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.

Contents:**Unit I- Introduction**

Nature, scope and objectives of financial management. Financial decision making and types of financial decisions. Finance as a strategic function. Role of finance manager. Stakeholders' wealth maximization. Risk-return framework for financial decision making.

Unit II- Capital Budgeting

Nature, significance and kinds of capital budgeting decisions. Cash flow estimation. Capital budgeting techniques- ARR, Payback period, Discounted payback period, NPV, Equivalent annual NPV, IRR. Capital rationing. Capital budgeting decision under inflation.

Unit III- Capital Structure

An overview of cost of capital- Specific and WACC. Financial leverage and evaluation of financial plans (EBIT-EPS analysis). Theories of capital structure- NI, NOI, MM Hypothesis. Optimal capital structure. Determinants of Capital structure in practice.

Unit IV- Dividend Policy

Forms of dividends. Relevance of dividend policy under market imperfections. Traditional and Radical

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position on dividend. Issues in dividend policy. Types of dividends policies in practices. Determinants of dividend policy.

Unit V- Working Capital Planning and Management

Concept and types of working capital. Operating and cash cycle. Estimation of working capital requirement. Working capital financing. Determinants of working capital. Components of working capital management. Receivables management.

Unit VI- Corporate Restructuring and Contemporary Issues in Financial Management

Corporate restructuring. Mergers and Acquisitions- types, sources of takeover gains, Contemporary issues in financial management.

COURSE OUTCOME:

- Explain various concepts relating to financial management and financial decisions.
- Apply the techniques of time value of money in all investment decisions - personal or professional.
- Integrate the various components of working capital for effective functioning of day-to-day business operations.
- Analyze financial statements of a company and make appropriate recommendations for financial planning.
- Ascertain the working capital required for an organization.
- Evaluate long-term investment proposals and select the best alternative for the organisation.
- Design the appropriate capital structure by applying leverage principles and techniques of cost of capital so as to maximize earnings per share.
- Devise ideal dividend payout policy understanding its impact on firm value.
- Build organizational value by taking appropriate financial decisions.

Suggested Readings:

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey, I. M., *Financial Management*, Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, McGraw Hill.
4. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill.
5. Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley & Sons.
6. Chandra, P. *Financial Management*, Tata McGraw Hill.
7. Khan, M.Y & Jain, P.K *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
8. Ehrhardt, M. C. & Brigham E. F, *Corporate Finance*, Indian Edition, Cengage Learning
9. Srivastava, Rajiv and Misra. Anil, *Financial Management*, Oxford University Press.
10. Arthur J. Kewon, John H. Martin, J. William Petty & David F. Scott, *Financial Management: Principles & Application*, Pearson.
11. Meyer. et.al, *Contemporary Financial Management*, Cengage Learning.

Note: Latest edition of the readings may be used.

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I. CORE COURSE [CCM204]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs.)=100

Pass Marks (MSE+ ESE:)=40

Instruction to Question Setter:

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks)

MARKETING MANAGEMENT**Theory: 60 Lectures; Tutorial: 15 Hrs.****Objective:**

To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Contents:**Unit I-Introduction**

Nature and Scope of Marketing; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing Environment: Significance of scanning marketing environment; Analyzing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions. Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments.

Unit II-Product and Pricing Decisions

Product - concept and classification; Major product decisions; New product development; Packaging and labelling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages. Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical issues in product and pricing decisions.

Unit III-Distribution Decisions

Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; Retailing and Wholesaling: Types of retail formats; Retail theories; Retailing strategies; non-

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Store retailing; Wholesaling-nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

Unit IV-Promotion Decisions

Role of promotion in marketing; Promotion methods. Developing advertising campaigns. Ethical issues in promotion decisions.

Unit V-Trends in Marketing

Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

Role and functions of marketing within a range of organizations.

COURSE OUTCOME:

- Describe key marketing concepts, theories and techniques for analyzing a variety of marketing situations.
- Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
- Analyze the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.
- Demonstrate the ability to carry out a research project that explores marketing planning and strategies for a specific marketing situation and Synthesis ideas into a marketing plan.
- Demonstrate the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation.
- Students to be able to take a joint view of different marketing decisions, i.e., product and brand, pricing, promotions and distribution (placing) and understand how they are interlinked.
- Understand how marketing decisions need to be continuously adapted to changes in the micro and macro environments that businesses operate in.
- To develop insights into the step-by-step processes involved in the development of new products
- To plan, ensuring the successful future positioning and launch of new products/services in the market place.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
4. Czinkota, Miachel, *Marketing Management*, Cengage Learning.
5. Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
6. Kumar, Arun and N. Meenakshi, *Marketing Management*, Vikas Publishing House.
7. Zikmund, William G. and Michael D'Amico, *Marketing: Creating and Keeping Customers in an Ecommerce World*, South-Western College Pub.

Note: Latest edition of the readings may be used.

Unit III:

Principles of effective listening; factors affecting listening. Interviewing skills: appearing in interviews; conducting interviews.

Unit IV:

Self – development and communication: Development of positive personal attitudes; SWOT analysis. Personality development: Concept of personality; Concept of self; Perception; Personality types.

Unit V:

Game sand exercises: Business games, Group discussions; Mock interviews; Seminars; effective listening exercises; report writing. Public speaking: preparing and delivering effective public speeches. Physical exercises: Yoga and meditation for personality development.

COURSE OUTCOME:

- To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.
- To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.
- To demonstrate his verbal and non-verbal communication ability through presentations.
- To stimulate their Critical thinking by designing and developing clean and lucid writing skills.
- To draft effective business correspondence with brevity and clarity.

Suggested Readings:

1. Darmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai, 1999.
2. Bovee and Thill: Business Communication Today, Tata McGraw Hill, New Delhi.
3. Randall E. Magors: Business Communication, Harper and Row, New York.
4. Balasubramanyam: Business Communications: Vikas Publishing House, Delhi.
5. Kaul: Effective Business Communications, Prentice Hall, New Delhi.
6. Patri V.R.: Essentials of Communications; Greenspan Publications, New Delhi.
7. Allan Pease, Body Language, Sudha Publications, New Delhi.
8. Taylor, Shirley: Model Business Letters. Pearson Education Asia, New

Note: Latest edition of the readings may be used.

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ABILITY ENHANCEMENT COURSE [ECM301B]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs.) =100

Pass Marks (MSE+ ESE:) =40

Instruction to Question Setter:

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks)

B. ENTREPRENEURSHIP DEVELOPMENT

Theory: 60 Lectures; Tutorial: 15 Hrs.

Contents:**Unit I - The Entrepreneurial Development Perspective**

The Concept and Evolution of Entrepreneurship Development, Characteristics, Role and different forms of Entrepreneurship, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment.

Unit II - Project Management

An Overview of Project Life Cycle, Technical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Project Appraisal and Reports.

Unit III - Entrepreneurship in Small Scale industry:

Present status of Entrepreneurship in Small Scale Industries in India, Various problems faced by Entrepreneurs, Role of agencies like District Industries Centre (DIC), Small Industries Service Institute (SISI).

Unit IV:

Role of Central Government and State Government in promoting Entrepreneurship, Various Incentives available to Entrepreneurs in India, Fiscal and Tax concessions available.

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Unit V - Problems associated with Entrepreneurship in India

Reasons for failure of several Entrepreneurs, The Four Entrepreneurial Pitfalls (Peter Drucker) Reasons for low number of women Entrepreneurs.

Unit VI- Case Studies

Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures.

Unit VII - Assignments and Field Work

There will be a group of 10 students who will prepare a project for a new venture giving details of Name, objective, Working Capital required, Fixed Capital required, Market survey, New Strategy for promoting sales, Challenges and suggestions.

COURSE OUTCOME:

- *Entrepreneurship and Innovation minors will be able to sell themselves and their ideas. Students master oral and visual presentation skills and establish a foundation of confidence in the skills necessary to cause others to act.*
- *Entrepreneurship and Innovation minors will be able to create value. Students are able to create presentations and business plans that articulate and apply financial, operational, organizational, market, and sales knowledge to identify paths to value creation through 1) company formation (for-profit); 2) social innovation (non-profit); or 3) intellectual property licensing.*

Suggested Readings: -

1. Vasant Desai & Urmila Ravi: Himalaya Publishing House Pvt. Ltd. – Entrepreneurial Development & Business Communication.
2. E. Gordon & K. Natarajan: 2008, Himalaya Publishing House Pvt. Ltd. – Entrepreneurship Development.
3. Bhide, Amar V.: Oxford University Press, New York -The Origin and Evolution of New Businesses.
4. Holt, David H: Prentice Hall of India, New Delhi, Latest Edition- Entrepreneurship: New Venture Creation.
5. Anda, Shiba Charan: Anmol Publications, New Delhi (Latest Edition) – Entrepreneurship Development.
6. Vasant Desai: Himalaya Publishing House Pvt. Ltd.-Dynamics of Entrepreneurship Development.

Note: Latest edition of the readings may be used.

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II. CORE COURSE [CCM302]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs.) =100**Pass Marks (MSE+ ESE:) =40****Instruction to Question Setter:**

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks)

INTERNATIONAL BUSINESS & TRADE**Theory: 60 Lectures; Tutorial: 15 Hrs.****Objective:**

The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarize them with trends and developments in International Business Environment and policy framework.

Contents:**Unit I – Introduction**

Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India's involvement in International Business.

Unit II – Theories of International Trade

Comparative cost theory and modern theory of International Trade.

Unit III- International Trade

Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.

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Unit IV - Balance of Payment Account

Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

Unit V - International Economic Institutions and Financial Environment

IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets; Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI

Unit VI – Multinational Corporation MNC

An overview, features, impacts, merits and demerits.

COURSE OUTCOME:

- To evaluate and understand the concept of international trade and its versatile role.
- To understand the basic concepts of Multinational firms, environment of international financial management and foreign exchange market.
- To understand translation, transaction, and economic exposure to exchange rate changes.
- To understand BOP and its impact on Indian economy

Suggested Readings:

1. Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., *International Business: Environment and Operations*.
2. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall.
3. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York.
4. Cherunilam, F., *International Business Text and Cases*, PHI.
5. Bhasin, N., *Foreign Direct Investment in India: Policies, Conditions and Procedures*, New Century Publications.
6. Ball, Donald, Wendall H. McCulloch, Michael Geringer, Michael S. Minor and Jeanne M. McNett, *International Business: The Challenge of Global Competition*, McGraw Hill Co.

Note: Latest edition of the readings may be used.

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III. CORE COURSE**[CCM303]:**

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs.) =100**Pass Marks (MSE+ ESE:) =40****Instruction to Question Setter:**

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks)

QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**Theory: 60 Lectures; Tutorial: 15 Hrs.****Objective:**

The objective of this paper is to acquaint the students with quantitative techniques that play an important role in managerial decision-making.

Contents:**Unit I – Quantitative Techniques and Fundamental of Decision Making**

An introduction; Meaning of QT; Classification of QT; Statistical techniques; Operations techniques; Role of QT in business & industry; QT & business management; Limitations of QT. Types of decisions; Steps in decision making; Quantitative analysis and decision making; Different types of models and their uses; Model building steps.

Unit II - Linear Programming

Basic concepts; mathematical formulation and applications; Solution of LP problem using graphic and simplex method; Use of artificial variables; Sensitivity analysis and interpretation of solution; Duality in linear programming – formulation and solution; Integer linear programming – solution.

Unit III – Transportation, Assignment and Trans-shipment

Formulation; Solving transportation and assignment problems; Dealing with exceptional cases of transportation and assignment problems.

Unit IV - Inventory and Queuing Management

Concepts of inventory management; Inventory models – classical EOQ, EOQ with price breaks, EOQ model for production runs, planned shortage model- deciding optimum safety stock and reorder level,

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probabilistic model; Techniques of selective control. Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates- single server and infinite and finite population; Cost behavior analysis. Simulation: Monte Carlo Simulation, Application of simulation in inventory management and queuing situation.

Unit V – Project Scheduling

Concepts of PERT & CPM techniques and their applications; Network analysis- scheduling activities, determining critical path, calculation of floats; Time-cost trade-off; Resource allocation and resource levelling.

Unit VI- Markov Chains and Theory of Games:

Markov Chains- decision processes; Market share analysis; Account receivable analysis. Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance.

COURSE OUTCOME:

- To use quantitative techniques for solving business problems pertaining to different functional areas of an organization.
- To critically evaluate the applicability of various quantitative techniques in different business environment setups.
- To Assimilate various business situations in applying quantitative techniques to get optimal solutions for the organizations

Suggested Readings:

1. Levin, R.I., D.S. Rubin and J.P. Stinson, *Quantitative Approaches to Management*, McGraw - Hill.
2. Vohra N.D., *Quantitative Techniques in Management*, The McGraw Hill companies
3. Bierman H. Jr, C.P. Bonini and W.H. Hausman, *Quantitative Analysis for Business Decisions*, Homewood, Ill., Irwin.
4. Anderson, *Quantitative Methods for Business*, CENGAGE.
5. Gupta and Khanna, *Quantitative Techniques for Decision Making*, Prentice Hall of India.
6. Kapoor V.K., *Operations Research: Concepts, Problems and Solutions*, Sultan Chand & Sons.
7. Swarup Kanti, P K Gupta, Manmohan, *Operations Research*, Sultan Chand & Sons.

Note: Latest edition of the readings may be used.

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compensation, incentives schemes, fringe benefits and labour welfare.

Unit VI:

Human Resource Information system: Developing HR Information System.

Unit VII:

Employees relations: Shifting forms from industrial relation to employees' relations. Employee's grievances and handling mechanism of grievances.

COURSE OUTCOME:

- To provide basic knowledge about the concepts of HRM.
- The course will explain the importance of HR's and their effective management in organizations.
- Demonstrate a basic understanding of different tools used in forecasting and planning HR needs.

Suggested Readings:

1. De C'onzo and Robins, Fundamentals Human Resource Management, 8.1. Edition, Prentice Hall of India, 2005.
2. Docenzo, David A. and Robbins, S.P. Fundamentals of Human Resource Management, 9.1 Halition, Wiley and Sons Ltd., John, 2006.
3. Flippo, Edwin B., Personnel Management, McGraw Hill, Tokyo, 1984-2000),

Note: Latest edition of the readings may be used.

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SEMESTER IV

4 Papers

Total 100 x 4 = 400 Marks

I. GENERIC/DISCIPLINE CENTRIC ELECTIVE [ECM401A]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs.) = 100

Pass Marks (MSE+ ESE:) = 40

Instruction to Question Setter:

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks)

A. FINANCIAL INSTITUTIONS & MARKETS

Theory: 60 Lectures; Tutorial: 15 Hrs.

Objectives:

The purpose of this course is to equip the students with an understanding of the financial system, its constituents, the principles on which it operates, inter linkages and regulatory concerns.

Contents:**Unit I - Introduction**

Overview of financial markets & securities, Role of financial institutions, depository and non-depository institutions, consolidation & competition among financial institutions, financial conglomerates. Overview of the Indian financial system including financial sector reforms. Other contemporary issues in finance.

Unit II- Financial Markets

Money markets-organization, economic role, instruments & regulation. Capital Markets- Primary & Secondary markets and their organization. Security market regulation and stability. Role of SEBI.

Unit III- Banking

An overview of the banking industry, Securitization. Bank earnings & bank performance, investment banking. Bank failure & regulation; RBI and its policy evolution.

Unit IV- Financial Services and Non-Depository Institutions

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Various fund based and fee based financial services- Leasing, Factoring, Forfaiting, Merchant Banking, Credit rating, Custodial services etc. Mutual Funds: Types of mutual funds schemes, ETFs, hedge funds, venture capital funds, private equity funds and regulation. An overview of Indian Mutual Funds Industry. An overview of Indian pension fund industry including NPS. Insurance: Incentive problems in insurance- moral hazard & adverse selection, pure premium, premium smoothing etc. Reinsurance, catastrophe insurance. Regulation. An overview of the Indian insurance industry. Role of SEBI.

Unit V- Financial Inclusion

Extent of exclusion, financial inclusion initiatives including SHG-Bank linkage Model. Micro finance- emerging issues & regulation.

COURSE OUTCOME:

- Students understand the role of the Central bank and functions of RBI.
- Conceptual understanding of how financial markets-work, how they are structured.
- Provide insight into the functioning of various components of financial market and distinctive financial services offered by financial institutions.

Suggested Readings:

1. Kohn Meir, *Financial Institutions and Markets*, Oxford University Press.
2. Madura Jeff, *Financial Markets and Institutions*, South Western Cengage Learning.
3. Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education India.
4. Kidwell, David S., Backwell, David W., Whidbee, David A. and Sias Richard W., '*Financial Institutions, Markets and Money*', Wiley.
5. Reserve Bank of India – Various publications.

Note: Latest edition of the readings may be used.

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OR
GENERIC/DISCIPLINE CENTRIC ELECTIVE [ECM401B]:
 (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs.) =100

Pass Marks (MSE+ ESE:) =40

Instruction to Question Setter:

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks)

B. ADVERTISING AND SALES MANAGEMENT**Theory: 60 Lectures; Tutorial: 15 Hrs.****Objective:**

To develop an in -depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast -growing area of marketing.

Contents:**Section A: Advertising****Unit I-Communication Basics**

Advertising - Its importance and nature; Advertising and publicity; Advertising management process; Advertising objectives; DAGMAR Approach; Determination of Target Audience and positioning; Advertising budget – factors influencing budget decision and methods.

Unit II- Advertising Message and Media Decisions

Creativity and advertising; Creative process; Creative appeals and execution styles; Developing advertising copy for print ad - headline, body copy, logo, illustration and layout. Media Decisions – Types of media, Advertising through Internet and interactive media; Developing media plan; media selection and scheduling.

Unit III-Organization and Evaluation of Advertising Efforts

Centralized and decentralized systems; Inhouse agency arrangements; Advertising agencies – selection, IMC services; Reasons for evaluating Advertising Effectiveness; Advertising testing process - Before and after advertising tests and techniques.

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Unit IV-Advertising in India

Social and regulatory aspects of advertising in India. Recent developments and issues in advertising.

Section B: Sales Management

Unit V-Fundamentals of Personal Selling

Nature and importance of selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Sales management process; Environmental factors impacting selling; Managing ethics in selling environment; Role of personnel selling in customer relationship management

Unit VI-Sales Planning and Organization

Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota; Role of IT in sales planning.

Unit VII-Sales Force Management

Recruitment and selection; training and development- Objectives, techniques and Evaluation. Motivating and Supervising sales personnel.

COURSE OUTCOME:

- Students will get familiar with marketing communications.
- It also provides a basic introduction to sales management.

Suggested Readings:

1. Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India.
2. Belch. George and Michael Belch, *Advertising and Promotion: An Integrated Marketing*
3. *Communications Perspective*, McGraw Hill Education.
4. Still, Richard R., *Sales Management: Decisions, Strategies and Cases*, Pearson Education India
5. Anderson B. Robert, *Professional Selling*, Universe.
6. Johnston, Mark W. and Greg W. Marshall, *Sales Force Management: Leadership, Innovation,*
7. *Technology*, Routledge.
8. Spiro, Rosann, William J. Stanton and Gregory A. Rich, *Management of a Sales Force*, McGraw Hill Education.
9. Hair, *Sales Management*, Cengage Learning.
10. Johnston, mark W. and Greg W. Marshall, *Contemporary Selling: Building Relationships and Creating Value*, Routledge.
11. Sharma, Kavita, *Advertising: Planning and Decision Making*, Taxmann.

Note: Latest edition of the readings may be used.

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OR
GENERIC/DISCIPLINE CENTRIC ELECTIVE **[IECM401C]:**
 (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs.) =100

Pass Marks (MSE+ ESE:) =40

Instruction to Question Setter:

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks)

C. HUMAN RESOURCE DEVELOPMENT

Theory: 60 Lectures; Tutorial: 15 Hrs.

Objective:

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course intends to make students understand the applicability of these principles and techniques in an organization.

Contents:

Unit I-Introduction to Human Resource Development

Concept and evolution; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes.

Unit II-HRD Process

Assessing HRD needs; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

Unit III-HRD Activities and Applications:

HRD for Workers; HRD mechanisms for workers; Role of trade unions; Employee training and development- Process, methods, and types; Coaching, counselling and performance management; Career management and development; Organization development.

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COURSE OUTCOME:

- To understand key functions in management as applied in practice.
- To understand in more specific management related areas from planning till controlling.
- To understand about the authority and responsibility, and different organizational structure.
- To understand about the role of leadership, motivation and communication in an organization.
- To understand the importance of globalization and diversity in modern organizations.

Suggested Readings:

1. Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
2. Nadler, L., *Corporate human resources development*, Van Nostrand Reinhold.
3. Blanchard, P.N., Thacker, J.W., Anand Ram, V., *Effective training, systems, strategies, and practices*, Pearson Education.
4. Raymond, N. and Kodwani, A.D., *Employee training and development*, McGraw Hill Education India.
5. Mankin, D., *Human resource development*, Oxford University Press India.
6. Haldar, U. K., *Human resource development*, Oxford University Press India.
7. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
8. Rao, T.V., *HRD score card 2500: Based on HRD audit*, Response Books, SAGE Publications.
9. Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
10. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.
11. Kaplan, R.S., and Norton, D.P. 1992, *The Balanced Scorecard: Measures that drive performance*, Harvard Business Review.
12. Kameshwar Pandit & Preeti Raina. "Manav Sansadhan Prabandh" Sahitya Bhawan Publication Agra.

Note: Latest edition of the readings may be used.

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II. GENERIC/DISCIPLINE CENTRIC ELECTIVE [ECM402A]:

(Credits: Theory-04, Tutorial-01)

Marks: 30(MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs) =100

Pass Marks (MSE+ ESE:) =40

Instruction to Question Setter:

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks)

A. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**Theory: 60 Lectures; Tutorial: 15 Hrs.****Objective:**

To equip the students with advanced analytical tools, models and financial theory necessary for making sound investment decisions and optimum portfolio choice as well as understanding the paradigms by which financial securities are valued.

Contents:**Unit I- Introduction**

Investment environment, various asset classes and financial instruments. Investment process. Return-risk analysis and impact of taxes and inflation. Types and sources of risks. Contemporary issues in investment management.

Unit II- Analysis of Fixed Income Securities and Equity Analysis

Bond fundamentals; Types of bonds; valuation of bonds; Measurement of return and risk of equity shares. Approaches to equity analysis. Fundamental Analysis- Economy, Industry, Company Analysis; Technical Analysis –Efficient market hypothesis. Tests of market efficiency and empirical evidence.

Unit III- Portfolio Analysis, Selection and Management

Optimal risky portfolio- Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital Asset Pricing Model (CAPM) and Market Anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect etc). Arbitrage Pricing Theory and Multifactor Asset Pricing Models. Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies etc. Portfolio performance evaluation (Sharpe index, Treynor Index)

Session 2022-24 Onwards

Unit V- Financial Derivatives

Futures-types and payoffs. Pricing of financial futures and commodity futures (Cost of carry model). Options- types and valuation using Black and Scholes Model. Put call parity. Options trading strategies. Portfolios of futures and options synthetics.

COURSE OUTCOME:

- List out various investment avenues available for investment.
- Relate each investment avenue's benefits in terms of selected parameters.
- Apply security valuation concept to shares & bonds and take investment decision.
- Analyze financial statements and historical price of stocks and predict future price movement.
- Evaluate portfolio performance by applying various techniques.

Suggested Readings:

1. Bodie, Zvi., Kane Alex and Alan J. Marcus, *Investments*, McGraw Hill.
2. Reilly, Frank K, and Brown, Keith C., *Investment Analysis and Portfolio Management*, Cengage Learning.
3. Chandra, P., *Security Analysis and Portfolio Management*, Tata McGraw Hill.
4. Vishwanath, R and Krishna Murthi C., *Investment Management*, Springer
5. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Learning.
6. Elton, E. and Gruber, M, *Modern Portfolio Theory and Investment Analysis*, John Wiley and Sons.
7. Damodaran, A., *Investment Valuation*, John Wiley & Sons.
8. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, *Investments*, PHI Learning.
9. Hull, J.C., *Options, Futures and Other Derivatives*, Prentice Hall.
10. Bhalla, V. K., *Investment Management*, S. Chand & Company Ltd.

Note: Latest edition of the readings may be used.

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OR

GENERIC/DISCIPLINE CENTRIC ELECTIVE **[ECM402B]:**

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs.) =100

Pass Marks (MSE+ ESE:) =40

Instruction to Question Setter:

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks)

B. INTERNATIONAL MARKETING

Theory: 60 Lectures; Tutorial: 15 Hrs.

Objective:

To familiarize the students with the concept and issues of international marketing and enable them to be able to analyze the foreign market environment and develop international marketing strategies for a business firm.

Contents:

Unit I-Introduction

Nature, importance, and scope of international marketing; International marketing management process- an overview, International marketing information system. International Marketing Environment: Global trading environment and developments. International Market Segmentation, Selection and Positioning; Screening and selection of markets.

Unit II-International Product Planning and Pricing decisions

Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

Unit III-International Distribution Decisions

Distribution channel strategy- International distribution channels; their roles and functions; selection and management of overseas agents; International distribution logistics- inventory management, transportation.

Unit IV-International Promotion Strategies

Session 2022-24 Onwards

International promotion tools and planning; Advertising, publicity, and sales promotion; International public relations, Planning for direct mail, sales literature, trade fairs, and exhibitions.

Unit V-Emerging trends in International Marketing

International Marketing through Internet.

COURSE OUTCOME:

- Classify strategies for entering export markets from extant knowledge and research.
- Apply core theoretical concepts in international marketing to find practical solutions to constraints of small businesses.
- Differentiate the merits of varied solutions in the profession of marketing and business development.
- Synthesise feedback obtained from real world critique and evidence gathered from different sources to address problems related to international marketing
- Propose revised strategies and marketing communications to enter diverse international markets.
- Reflect on the significance of international marketing in the future direction of global business developments

Suggested Readings:

1. Keegan, Warran J. and Mark C. Green, *Global Marketing*, Pearson.
2. Cateora, Phillip R.; Grahm, John L. and Prashant Salwan, *International Marketing*, Tata McGraw Hill.
3. Czinkota, Michael R. and Illka A. Ronkainen, *International Marketing*, Cengage Learning.
4. Terpstra, Vern; Foley, James and Ravi Sarathy, *International Marketing*, Naper Press.
5. Jain, Subash C., *International Marketing*, South-Western.
6. Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*, John Wiley & Sons.
7. Onkvist, Sak and John J. Shaw, *International Marketing: Analysis and Strategy*, Psychology Press.
8. Rajagopal, *International Marketing*, Vikas Publishing House.

Note: Latest edition of the readings may be used.

OR

GENERIC/DISCIPLINE CENTRIC ELECTIVE **[ECM402C]:**

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 30Th. 1Hr + 70 (ESE: 2½ Hrs.) =100

Pass Marks (MSE+ ESE:) =40

Instruction to Question Setter:

Mid Semester Examination (MSE): There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of very short answer type consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE): There will be three groups of questions. Group A will contain (compulsory) objective type question of 20 marks, 10 questions of 2 marks each. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "Best of Two" shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks)

C. MANAGEMENT OF INDUSTRIAL RELATIONS

Theory: 60 Lectures; Tutorial: 15 Hrs.

Objective:

The objective of the course is to make student practically equipped to manage the industrial relations in the light of numerous augmentations in the area of Industrial relations. The course will make them understand the importance of industrial relations for an organization and the ways and means to create industrial harmony at different levels of organization.

Contents:

Unit I- Structure and Evolution of Industrial Relations

Concept, Nature and models of IR: Industrial relations system in India: Structure and its evolution. Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.

Unit II- Industrial Conflict and Disputes Resolution

Industrial Relations Machinery in India, Provisions under the Industrial Disputes Act, 1947; Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Powers and duties of Authorities, Strikes, Lockouts, Layoff and retrenchments, unfair labour Practices, Penalties. Disputes resolution methods, Forms of industrial conflicts, Labour turnover, workplace practices and cooperation. Nature, Causes and Types of industrial disputes. Nature, Causes and types of Industrial dispute.

Unit III- Trade Unionism, Negotiations and Collective bargaining:

Provisions of Trade Union Act, 1926, Definitions, Legislations of Trade unions, rights and Liabilities of Registered Trade Union, Regulations, Penalties and procedure. Management of labour, management

Concept and scope of industrial democracy, Workers' participation: Strategy, practices, behavioral science input/contribution and models. Rationale for participation, Issues in participation, strategies for making participation effective. Emerging trends in Union-Management relations.

- *To understand facets of interactions between the employer and the employees.*
- *In such relations whenever there is a clash of interest, it may result in dissatisfaction for either of the parties involved and hence lead to industrial disputes or conflicts.*
- *To develop a comprehensive perspective about the legal frame work stipulated under the Industrial Disputes Act, 1947.*
- *To imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees*

1. Venkataratnam, C. S. *Industrial Relations: Text and Cases*. Delhi. Oxford University Press.
2. Michael Salamon, *Industrial Relations—Theory & Practice*. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
4. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
5. Edwards, P. *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.
6. Kaufman, B. *The global evolution of industrial relations: events idea and the IIRA*. Geneva:
7. International Labour Office.
8. Singh, P., & Kumar, N. *Employee Relations Management*. New Delhi: Pearson Education India.
9. Kameshwar . Pandit , “Audoyogic Samband AWM Shram Sangh” Relations & Trade Unions Novelty& Co. Patna.
10. Dr. Kameshwar. Pandit & Preeti Raina “New Dimension & Labour Economics Novelty & Co., Patna.
11. Ramaswamy, E.A. *The Rayon Spinners —Strategic Management of Industrial Relations*, New Delhi. Oxford University Press.
12. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India*. Mumbai. Himalaya Publishing House.
13. Niland R. et. al. *The Future of Industrial Relations*, New Delhi. Sage.
14. Sen, R. *Industrial relations: text and cases*, New Delhi. Macmillan Publishers.
15. Rowley, C., & Warner, M. *Globalizing international human resource management*. New York: Routledge.
16. Zeytinoglu, I. U. *Effects flexibility in workplace on workers: Work environment and the unions*. Geneva: International Labour Office.
17. www.workersparticipation.eu
18. www.ilo.org

Note: Latest edition of the readings may be used.

Unit IV-Role and Functions of Board Committees

Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; enhanced performance of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees.

Unit V-Whistleblowing and Corporate Governance

The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation and development in India.

Unit VII-Corporate Social Responsibility (CSR)

Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

COURSE OUTCOME:

- To understand the Business Ethics and to provide best practices of business ethics.
- To learn the values and implement in their careers to become a good manager.
- To develop various corporate social Responsibilities and practice in their professional life.
- To Imbibe the ethical issues in corporate governance and to adhere to the ethical codes.
- Define governance in business and recognize the legitimacy of business as an institution in a global society.
- Engage effectively in leadership of, and participation in, group problem solving processes

Suggested Readings:

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of the readings may be used.

III. CORE COURSE (PROJECT) [CCM401D]:

(Credits: 05)

Marks: 100 (ESE: 2½ Hrs.) =100**Pass Marks =40****Guidelines to Examiners for****End Semester Examination (ESE):**

Evaluation of project dissertation work may be as per the following guidelines:

Project model (if any) and the Project record notebook = 70 marks
 Project presentation and viva-voce = 30 marks

Overall project dissertation may be evaluated under the following heads:

- Motivation for the choice of topic
- Project dissertation design
- Methodology and Content depth
- Results and Discussion
- Future Scope & References
- Presentation style
- Viva-voce

DISSERTATION/ PAPER PRESENTATION

- Student alone or in a group of not more than five, shall undertake one Project approved by the Subject Teacher/H.O.D. of the Department/College concerned. The progress of the Project shall be monitored by the faculty members at regular intervals.

OR

- Paper presentation on 'Topic Provided' and group discussion

**DISTRIBUTION OF CREDITS FOR P.G. PROGRAMME (SEMESTER-WISE) FOR
POSTGRADUATE 'P.G. M. Com' PROGRAMME**

Table B-1: Semester wise distribution of 80 Credits for Subjects with Practical Papers.

Semester	CCM	FC	GE/DC	AE	Total credits
Semester I	15	05			20
Semester II	20				20
Semester III	15			05	20
Semester IV	5		15		20
	55	05	15	05	80

Table B-1: Semester wise distribution of 80 Credits for Subjects without Practical Papers.

Semester	CC	FC	GE/DC	AE	Total credits
Semester I	15	05			20
Semester II	20				20
Semester III	15			05	20
Semester IV	10		10		20
	60	05	10	05	80

CC=Core Course; FC=Foundation Compulsory/Elective Course; GE=Generic Elective; SE=Skill Enhancement Course; DC=Discipline Centric Elective

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28/4
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K. S. Singh
28/4/22

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28/4/22

28.9.22

**SAMPLE CALCULATION FOR SGPA & CGPA FOR POSTGRADUATE 'P.G.
Voc./M.Sc./M.A./M.Com' PROGRAMME**

Table B-2: Sample calculation for SGPA for M.Sc./M.A./M.Com Programme

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit X Grade)	SGPA (Credit Point/Credit)
Semester I					
FC	05	A	8	40	
C-1	05	B+	7	35	
C-2	05	B	6	30	
C-3/CP	05	B	6	30	
Total	20			135	6.60 (135/20)
Semester II					
C-4	05	B	6	30	
C-5	05	C	5	25	
C-6	05	B+	7	35	
C-7/CP	05	A+	9	45	
Total	20			135	6.60 (135/20)
Semester III					
EC-1	05	A+	9	45	
C-8	05	O	10	50	
C-9	05	A	8	40	
C-10/CP	05	A	8	40	
Total	20			175	8.75 (175/20)
Semester IV					
EC-2/EC-2	05	B	6	30	
EC-3/EC-3	05	A+	9	45	
C11/EP	05	B	6	30	
Project	05	A+	9	45	
Total	20			150	7.50 (150/20)
CGPA					
Grand Total	80			595	7.44 (595/80)

Table B-3: Sample calculation for CGPA for P.G. Vocational M.Sc./M.A./M. Com Programme

Semester I	Semester II	Semester III	Semester IV
Credit:20; SGPA:6.60	Credit:20; SGPA: 6.60	Credit:20; SGPA: 8.75	Credit:20; SGPA: 7.50

Thus CGPA = $(20 \times 6.60 + 20 \times 6.60 + 20 \times 8.75 + 20 \times 7.50) / 80 = 7.36$

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DISTRIBUTION OF MARKS FOR EXAMINATIONS AND FORMAT OF QUESTION PAPERS

Distribution of Marks for Mid Semester Evaluation:

Table No. 15: Distribution of marks of Theory Examinations of Mid Semester

Topic	Code	Full Marks	Pass Marks	Time	Group-A (Very short answer type Compulsory Questions) No. of Questions x Marks = F.M.	Group-B (Descriptive Questions) No. of Questions x Marks = F.M.	Total No. of Questions to Set	
							Group A	Group B
Mid Sem*	T25*	25 (20 +5)	-	1 Hr.	5 x1 =5	3 (out of 5) x5 =15	05	05

*There shall be 20 marks theory examination for mid-sem, 05 marks for attendance/ regular interactions.

Distribution of Marks for End Semester Theory Examinations:

Table No. 16: Marks distribution of Theory Examinations of End Semester

Topic	Full Marks	Pass Marks	Time	Group -A# (Very short answer type Compulsory Questions) No. of Questions x Marks = F.M.	Group-B (Descriptive Questions) No. of Questions x Marks = F.M.	Group-C (Descriptive Questions) No. of Questions x Marks = F.M.	Total No. of Questions to Set		
							A#	B	C
End Sem	70	28	2½ Hrs	2 x10 =20	4 (out of 6) x5 =20	2(out of 4) x15=30	10	6	4
	70	28	2½ Hrs	Q.No.1 (10 x2) =20	4 (out of 6) x5 =20	2(out of 4) x15=30	2	6	4

Question No.1 in Group-A carries very short answer type questions of 1 Mark

Note: There may be subdivisions in each question asked in Theory Examinations.

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28/04

Ankita Singh
28/4
Prashant
28/4/22

K. Singh
28/4

Prashant
28/4

Prashant
28/04
Prashant
28/4

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FORMAT OF QUESTION PAPER FOR MID SEM EXAMINATION 20 MARKS



DSPM University, Ranchi

Mid Sem No.

Exam Year

Subject/ Code:

F.M. =20

Time=1Hr.

General Instructions:

- i. **Group A** carries very short answer type compulsory questions.
- ii. **Answer 3 out of 5** subjective/ descriptive questions given in **Group B**.
- iii. Answer in your own words as far as practicable.
- iv. Answer all sub parts of a question at one place.
- v. Numbers in right indicate full marks of the question.

Groups A

[5x1=5]

1.
2.
3.
4.
5.

Group B

6.
7.
8.
9.
10.

[5]
[5]
[5]
[5]
[5]

Note: There may be subdivisions in each question asked in Theory Examination.

R. K. Singh
28/4/22

Session 2022-24 Onwards
28/4/22

Ankita Singh
28/4/22

K. S. Singh
28/4/22

28/4/22

28/4/22

28.4.22

FORMAT OF QUESTION PAPER FOR END SEM EXAMINATION 75 MARKS



DSPM University, Ranchi

End Sem No _____

Exam Year _____

Subject/ Code

F.M. =75

P.M.=28

Time=2½ Hrs.

General Instructions:

- I. Group A will contain (compulsory) objective type question of 20 marks
- II. Group B will be short answer type consisting of six questions of 5 mark each, out of which any four are to be answered.
- III. Group C will contain descriptive type four questions of fifteen marks each, out of which any two are to be answered.

1. **Group A** [10x2=20]

- i.
- ii.
- iii.
- iv.
- v.
- vi.
- vii.
- viii.
- ix.
- x.

Group B [5 x4=20]

- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Group C [2x 15=30]

8. [15]
9. [15]
10. [15]
11. [15]

Note: There may be subdivisions in each question asked in Theory Examination.

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Session 2022-24 Onwards
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K. Sanyal 28/4
Harsha 28/4/22
28/4
28/4/22
28/4
28.9.21